

Utah's Division of Child and Family Services

# Eastern Region Report

## Qualitative Case Review Findings

Review Conducted

May 2-5, 2016

*A Report by*

*The Office of Services Review*

utah department of  
**human** services

# **I. Introduction**

The Eastern Region Qualitative Case Review (QCR) for FY2016 was held the week of May 2-5, 2016. Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners and other interested parties.

There were 20 cases randomly selected for the Eastern Region review. The sample included 14 foster care cases and six in-home cases.

Cases were selected from the Blanding, Castle Dale, Moab, Price, Roosevelt, and Vernal offices. A certified lead reviewer and a shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents, caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on July 14, 2016 in an exit conference to review the results of the region's QCR. Scores and data analysis was presented to the region.

## II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review staff members interview key community stakeholders such as foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. As of September 2015, stakeholder interviews have been structured to incorporate elements from the Federal Child and Family Services Review- Stakeholder Interview Guide. The actual guide can be found at [https://training.cfsrportal.org/resources/3105#Stakeholder Interview Guide](https://training.cfsrportal.org/resources/3105#Stakeholder%20Interview%20Guide). On May 2-3, 2016 members of the OSR staff interviewed individuals and groups of DCFS staff and community partners. DCFS staff who were interviewed included the Region Director, region administrators, clinical consultant, supervisors, and caseworkers. Community partners interviewed included members of the San Juan Interagency Council (referred to locally as System of Care), mental health providers from Grand and San Juan Counties, educators from Grand and San Juan Counties, and a representative from Family Support Center. Interviews were conducted in Moab, Blanding and Price. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

### Section I- Statewide Information System (SAFE)

No information was requested or collected for this section.

### Section II- Case Review System

- Plans are developed jointly by the family and worker. Typically the worker and family meet promptly after the start of the case to get an early start on developing the plan and services. If the family is not present when the plan is developed, it is usually by their choice.
- Review hearings are occurring every 90 days. If the child is in a residential placement, setting the review is occurring every 45 days.
- Children typically attend every other hearing.
- Permanency hearings are occurring at the 12<sup>th</sup> month. Typically, the permanency hearing is scheduled from the start of the case so that it is already on the court docket.
- Placements are being made with pre-adoptive homes. This expedites the adoption hearing in the event reunification is unsuccessful
- Termination of parental rights is occurring in accordance with the federal “15 of 22” definition. However, there are occasions where filing could have occurred earlier but did not due to the absence or unknown whereabouts of the parents. Delays in filing are attributed to the desire of the child welfare community to give the parent every opportunity to be successful. Many times the decision whether to file for termination of parental rights occurs at the 12<sup>th</sup> month and then the actual filing occurs a month later.
- The judge in the Moab/Blanding area routinely acknowledges the presence of substitute caregivers. These individuals are given the opportunity to address the court; in fact, the

judge expects caregivers to submit a written report. The judge is conscientious about thanking each caregiver for their efforts around caring for the child.

- Few of the non-agency partners are aware of the QA process (except QCR) within the region. However, some partners are invited to participate or observe some of the case staffing or audits.

### Section III- Quality Assurance System

- The agency uses standardized reports which are routinely shared with regional staff. The content of the reports tends to focus on qualitative data targeting “hot spots” in practice. The region is involved in a QCR PIP (Practice Improvement Plan) and uses data from QCR and CPR measures in the report. The region also uses a regional dashboard to track trends in the number of new and open cases.
- The supervisor of the Moab office conducts internal QA efforts on cases at a rate of about one case per worker per month. The former supervisor shared results of the QA with staff and used QA to improve the worker’s skills. The supervisor uses the QA as a means of tracking performance but does not make concerted efforts to share the results with staff.
- SAFE (or SACWIS) generates lists of pending and overdue Action Items, which supervisors use to make sure time-sensitive functions are completed.

### Section IV- Staff and Provider Training

- New Employee training is provided through the state office. Participants report the training is helpful and comprehensive. The training sessions are grouped together over the course of a week. Staff from the region have to travel great distances to attend the training in Salt Lake City, and many stay overnight during the week when training is provided. One employee expressed appreciation to the training managers for making special accommodations in order to minimize time away from family and home.
- Utah Foster Care Foundation (UFCF) is responsible for providing training to new foster parent recruits. There were very few training sessions offered in the Four Corners area in FY2015 due to the distance. In FY2016, UFCF has committed to do more training and thus far this has been true. They have provided two scheduled training groups already and have one more scheduled later in fall. UFCF has agreed to provide training in the community where the majority of participants reside. At this point they have provided training in Moab and Monticello communities in the Four Corners area. Many are doubtful the training will be provided in the Blanding area. The agency picks up some of the training with kinship caregivers.
- Community partners do not recall any training hosted or presented by or through DCFS.
- There is a regional training team. The training team is a valuable resource. The regional trainer is mentoring new CPS staff.
- Staff from the hospital in Moab seem to be unaware or uninterested in making appropriate referrals of child abuse. In some instances they have failed to report something that should have been reported, but in other instances the hospital has

become overly involved in the case. It was suggested that the staff from the hospital could benefit from training focused on the duties of the child welfare agency and the obligation of the hospital to report concerns.

#### Section V- Service Array and Resource Development

- There is a need for more foster parents in the area. Due to the lack of foster home resources in the area, workers strive more earnestly to prevent removal. If removal is unavoidable, workers diligently search for potential kinship resources. Since the change in Utah code, which expands the definition of kinship to include fictive kinship connections, there have been more opportunities to keep children in their community even when they cannot remain in the home. Some foster parents who were recruited while living in Moab found they are unable to live in the community because the cost of living was so high, and they subsequently moved. In some instances potential foster families leave the area before completing the steps to become a licensed foster home.
- There are very few service resources in the Four Corners area of the state. There are limited therapy options. Drug treatment for youth is not available in the area. There are very few parenting classes offered. There is a domestic violence shelter in the area, but the restrictions are stringent, making it difficult to access. Adult drug treatment options are limited to Drug Court and generalized outpatient treatment.
- There are very few housing resources available.
- Some stakeholders suggest the area could benefit from an after-school program.
- There is enough work to justify hiring another Family Resource Facilitator in San Juan County.
- In Blanding, services to lower functioning clients are limited. Community partners have noted occasions where children were removed because of an abusive situation and there was no service available for the family to prevent removal. There are some services in Moab, but they are limited in scope and availability.

#### Section VI- Agency Responsiveness to the Community

- The agency has had a staff member who specializes in kinship policy and practice and ICWA procedure. This person is highly regarded within the agency and the community. However, this employee has given notice of intent to leave the agency. Many feel this will be a great loss to the agency and community.
- There are a handful of Spanish speaking families in the community, primarily in Blanding. There is one Spanish speaking therapist. There are four Navajo speaking therapists. No one recalls ever seeing a Child and Family Plan written in any language other than English. In fact, forms from other agencies are not readily available in Spanish, but there are efforts to put some of the forms into Spanish.
- The multi-cultural center in Moab is a valuable resource to the community and the agency. The center seems very interested in helping wherever possible.

## Section VII- Foster and Adoptive Parent Licensing, Recruitment and Retention

- The Office of Licensing has been working with the agency to resolve licensing issues where extensions have been needed.
- Community partners have noticed the “Foster Parent” recruitment effort, primarily because of the billboards posted in the community; however, they are not aware of any active efforts beyond the public service campaign.

In addition to gathering information from stakeholder interviews which focused on the Federal Child and Family Services Review Stakeholder Interview Guide, additional information was provided which did not fall under any of the federal categories. Therefore, this information is grouped together below as miscellaneous information.

- The HomeWorks initiative has been implemented in the region. Some community partners have been trained on the initiative. Most community partners are open-minded about the initiative; however, Judge Manly has expressed doubts regarding the initiative and associated tools.
- Blanding has a System of Care committee which was carried over from the past Local Interagency Councils. The committee functions well, and members of the committee are genuinely invested in the family work conducted by the committee. As a result the committee is regarded as a great resource to the community, especially by the families who benefit from the actions of the committee.
- There has been a great deal of turnover in child welfare staff in Moab and Blanding offices. There are several vacancies, and it has been hard to recruit and fill positions. The agency is looking at new strategies to fill and retain staff in communities where the cost of living is high.
- There has been a great deal of inter-office support to help cover the gaps during this period of turnover and vacancies.
- Most community partners feel there is a great working relationship between agencies. However, nearly all community partners note the relationship between the courts and the agency is not working.
- Many of the community partners note the effectiveness of using the Teaming approach when intervening with families.
- The proximity of Blanding to the Colorado border has contributed to an increase in marijuana related concerns in the community. Drug use and abuse is the school’s most prevalent concern.
- There is dissatisfaction with the state-contracted drug testing provider. Male clients are only permitted to test between 8:00 and 9:30 AM each day. Workers doubt the validity of the results because clients disclose drug use, but the test results are free of a measureable presence of substances.
- There has been an increase in children ordered into custody for truancy issues.

### III. Child and Family Status, System Performance, Analysis, and Trends












The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.

## Child and Family Status Indicators

### Overall Status

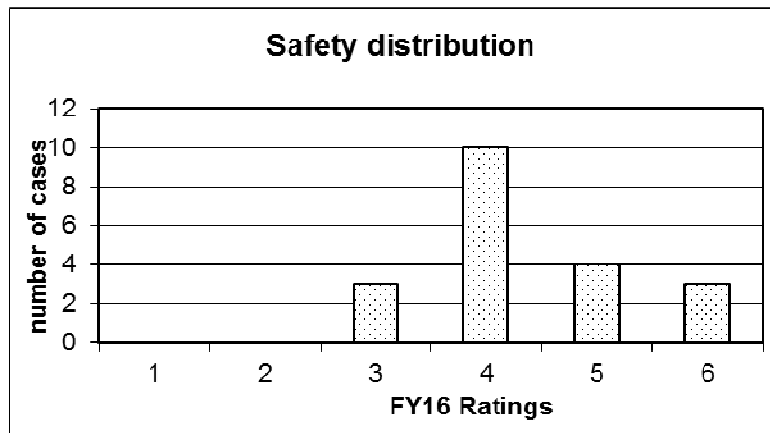
Eastern Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (Exception is Safety = 85%)	FY12	FY13	FY14	FY15	FY16 Current Scores
			Standard: Criteria 85% on overall score					
Safety	17	3	 85%	95%	85%	95%	79%	<b>85%</b>
<i>Child Safe from Others</i>	18	2	 90%	100%	90%	95%	84%	<b>90%</b>
<i>Child Risk to Self or Others</i>	19	1	 95%	95%	90%	100%	89%	<b>95%</b>
Stability	14	6	 70%	80%	70%	84%	84%	<b>70%</b>
Prospect for Permanence	13	7	 65%	60%	60%	89%	74%	<b>65%</b>
Health/Physical Well-being	20	0	 100%	95%	95%	100%	100%	<b>100%</b>
Emot./Behavioral Well-being	17	3	 85%	70%	85%	100%	89%	<b>85%</b>
Learning	18	2	 90%	85%	90%	100%	95%	<b>90%</b>
Family Connections	10	1	 91%	73%	92%	88%	100%	<b>91%</b>
Satisfaction	16	4	 80%	85%	80%	79%	74%	<b>80%</b>
<b>Overall Score</b>	<b>16</b>	<b>4</b>	 80%	<b>80%</b>	<b>80%</b>	<b>95%</b>	<b>79%</b>	<b>80%</b>
0% 20% 40% 60% 80% 100%								



## Safety

**Summative Questions:** Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

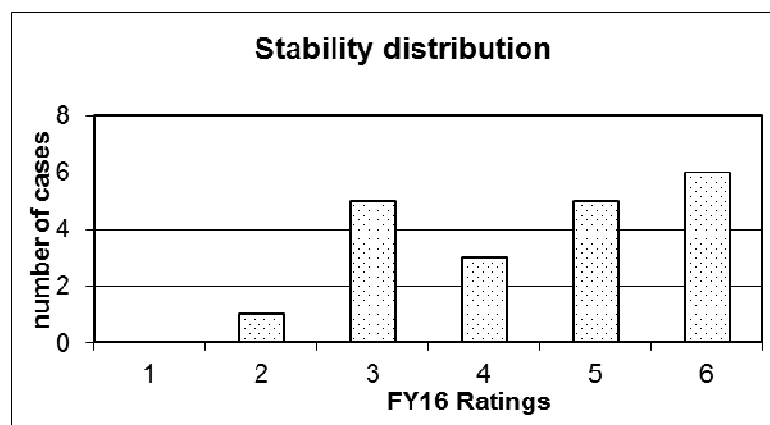
**Findings:** 85% of cases reviewed were in the acceptable range. This is an increase from last year's score of 79%.



## Stability

**Summative Questions:** Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

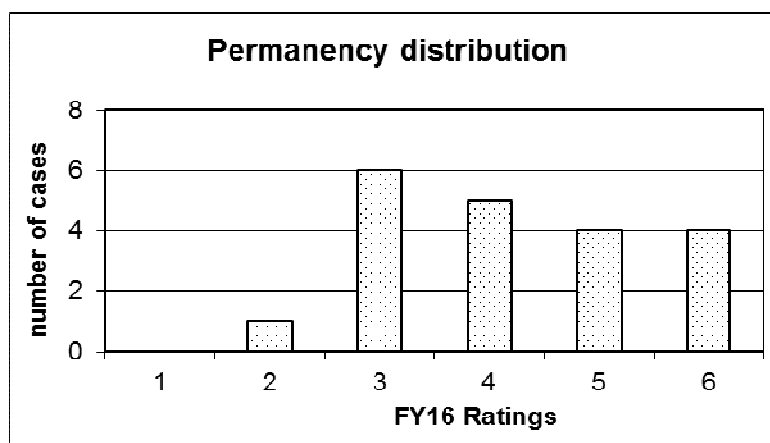
**Findings:** 70% of cases reviewed were in the acceptable range. This is a decrease from last year's score of 84% but meets the standard.



## Prospects for Permanence

**Summative Questions:** Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

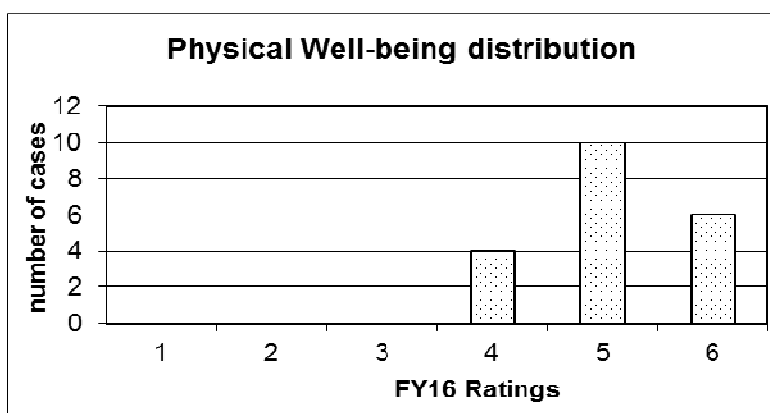
**Findings:** 65% of cases reviewed were within the acceptable range. This is a decrease from last year's score of 74% and is below standard.



## Health/Physical Well-Being

**Summative Questions:** Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services as needed?

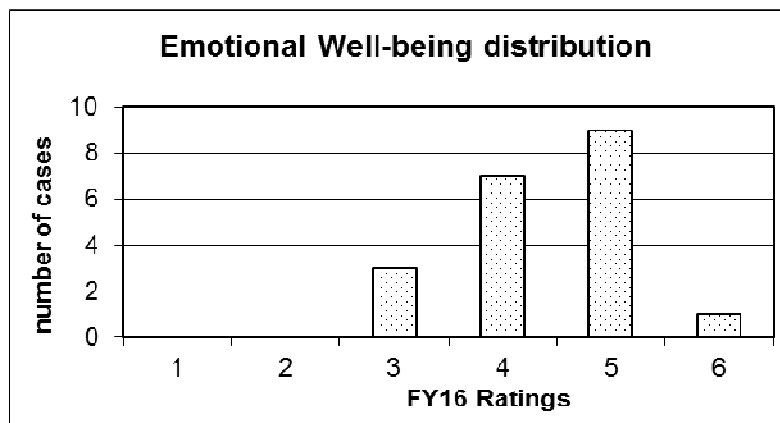
**Findings:** 100% of cases reviewed were in the acceptable range. This is the third consecutive year this indicator has scored 100%.



## Emotional/Behavioral Well-Being

**Summative Questions:** Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

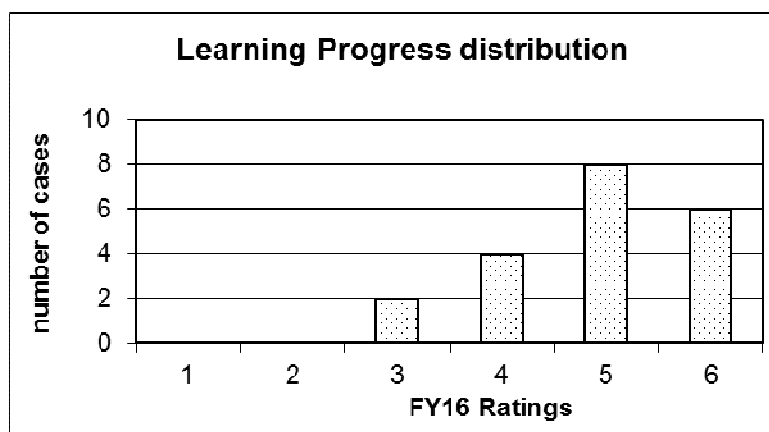
**Findings:** 85% of cases reviewed were within the acceptable range. This is a slight decrease from last year's score of 89% but is above standard.



## Learning Progress

**Summative Question:** Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability? Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

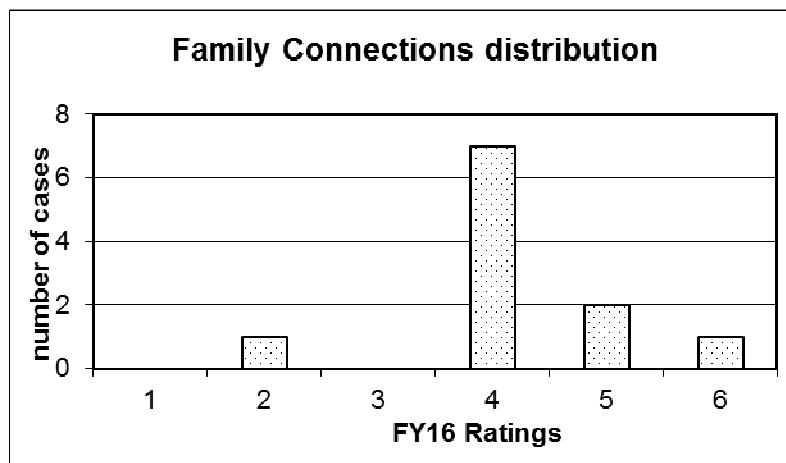
**Findings:** 90% of cases reviewed were within the acceptable range. This is a decrease from last year's score of 95% but remains well above standard.



## Family Connections

**Summative Question:** While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

**Findings:** 91% of cases scored acceptable on Overall Family Connections. This is a decrease from last year's score of 100%. Reviewers rated the connection of children in care to their mothers, fathers, siblings placed apart and others. Scores ranged from a high score of 100% on Mothers to a low score of 67% on Others.

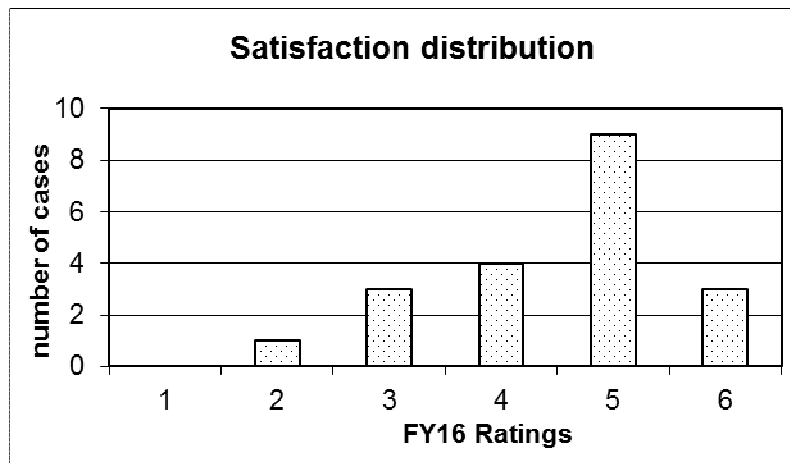


Eastern Family Connections			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Overall Connections	10	1	91%
Mother	7	0	100%
Father	6	1	86%
Siblings	4	1	80%
Other	2	1	67%

## Satisfaction

**Summative Question:** Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

**Findings:** 80% of cases reviewed were within the acceptable range on the overall Satisfaction score. This is an increase from last year's score of 74%. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for the individual parties ranged from the high of 100% for the Child to 50% for Others.

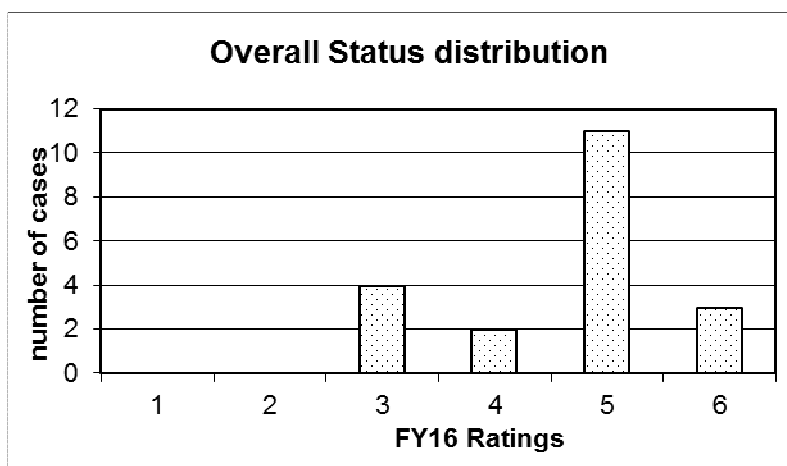


Eastern Satisfaction			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Overall Satisfaction	16	4	80%
Child	9	0	100%
Mother	8	3	73%
Father	5	4	56%
Caregiver	12	1	92%
Other	1	1	50%

## Overall Child and Family Status

**Summative Questions:** Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family Status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family Status rating cannot be acceptable unless the Safety indicator is also acceptable.

**Findings:** 80% of cases reviewed were within the acceptable range. This is a slight increase from last year’s score of 79%. The Overall Child Status score is below the Overall Child Status standard of 85%.



## System Performance Indicators

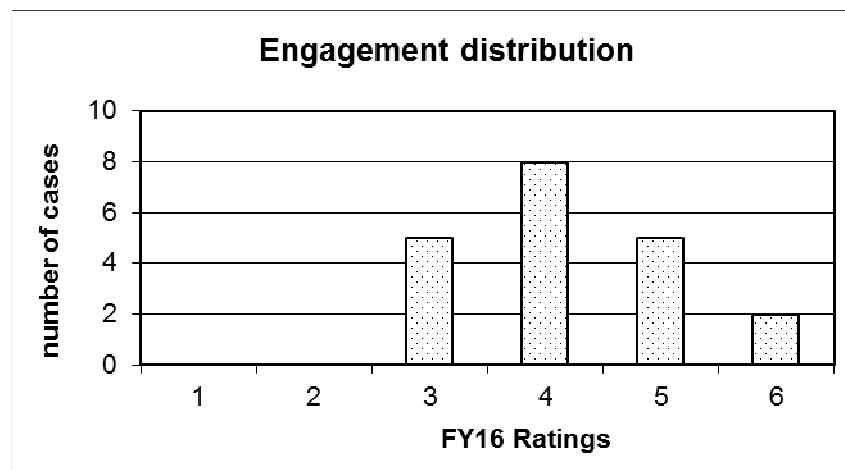
### Overall System

Eastern System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators	FY12	FY13	FY14	FY15	FY16 Current Scores
			Standard: 85% on overall score					
Engagement	15	5	<div><div></div></div> 75%	85%	90%	84%	89%	75%
Teaming	13	7	<div><div></div></div> 65%	75%	80%	68%	74%	65%
Assessment	13	7	<div><div></div></div> 65%	75%	60%	68%	79%	65%
Long-term View	11	9	<div><div></div></div> 55%	65%	65%	79%	74%	55%
Child & Family Plan	13	7	<div><div></div></div> 65%	60%	80%	74%	68%	65%
Intervention Adequacy	16	4	<div><div></div></div> 80%	75%	70%	89%	84%	80%
Tracking & Adapting	16	4	<div><div></div></div> 80%	85%	85%	89%	79%	80%
<b>Overall Score</b>	<b>17</b>	<b>3</b>	<div><div></div></div> 85%	<b>75%</b>	<b>85%</b>	<b>89%</b>	<b>84%</b>	<b>85%</b>
0% 20% 40% 60% 80% 100%								

## Child and Family Engagement

**Summative Questions:** Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

**Findings:** 75% of cases reviewed were within the acceptable range. This is a decrease from last year's score of 89% but above standard. Separate scores were given for Child, Mother, Father and Others. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 93% for the Child to the low of 33% for Others.



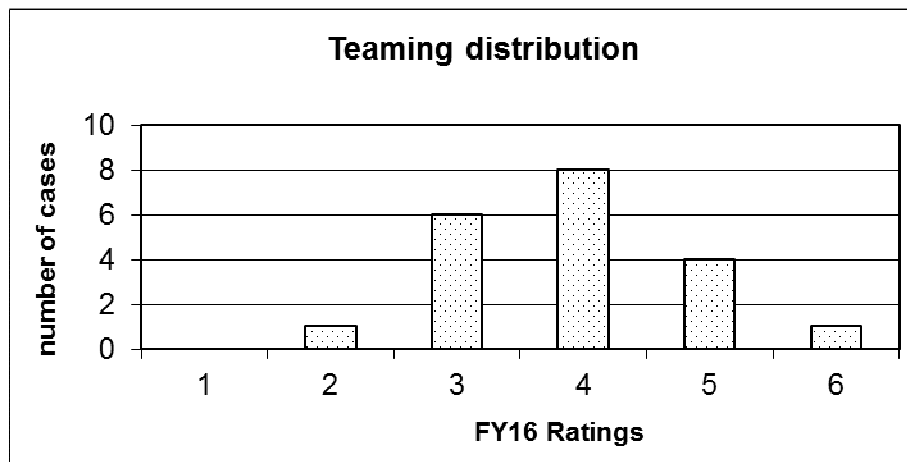
Eastern Engagement			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Overall Engagement	15	5	75%
Child	14	1	93%
Mother	9	5	64%
Father	6	7	46%
Other	1	2	33%



## Child and Family Teaming

**Summative Questions:** Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

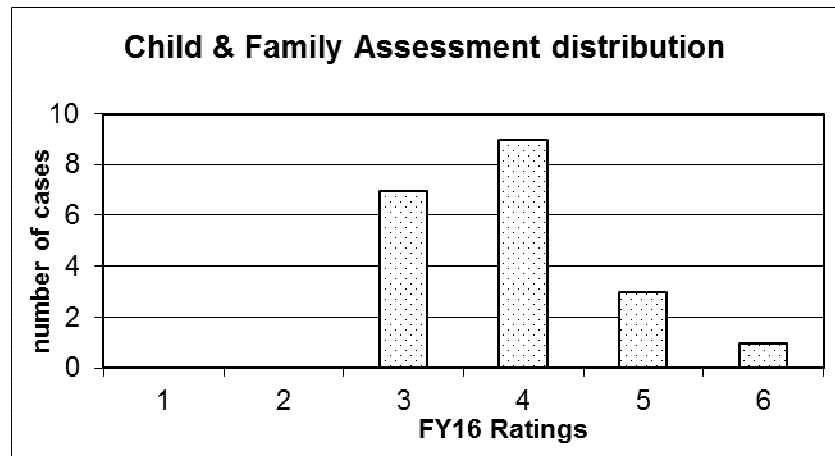
**Findings:** 65% of cases reviewed were within the acceptable range. This is a decrease from last year's score of 74% and below the 70% standard.



## Child and Family Assessment

**Summative Questions:** Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

**Findings:** 65% of cases reviewed were in the acceptable range. This is a decrease from last year’s score of 79% and is below the standard. Individual scores were given for this indicator. Scores ranged from 100% for Caregivers to the score of 43% for Mothers.

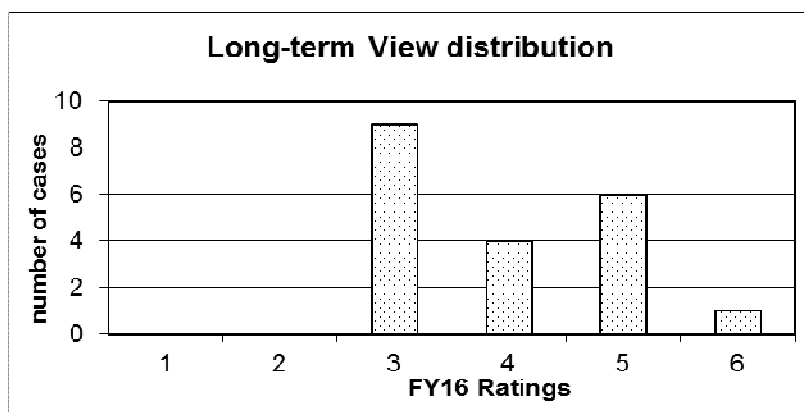


Eastern Assessment			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
Overall Assessment	13	7	65%
Child	16	4	80%
Mother	6	8	43%
Father	7	7	50%
Caregiver	13	0	100%
Other	2	2	50%

## Long-Term View

**Summative Questions:** Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

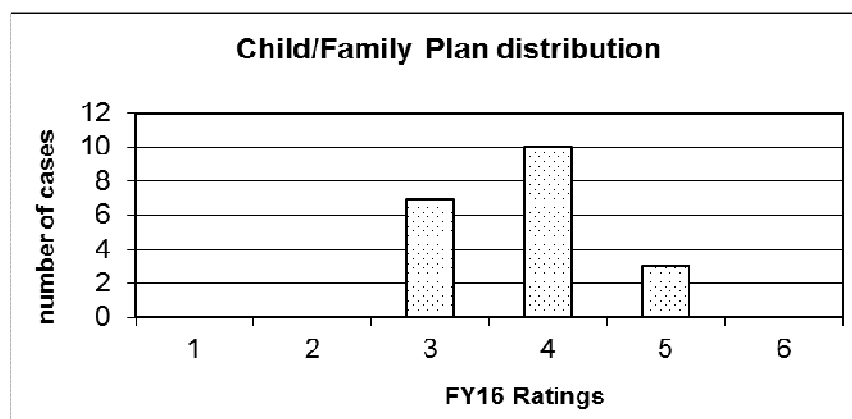
**Findings:** 55% of cases reviewed were within the acceptable range. This is a decrease from last year's score of 74% and is below standard.



## Child and Family Plan

**Summative Questions:** Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

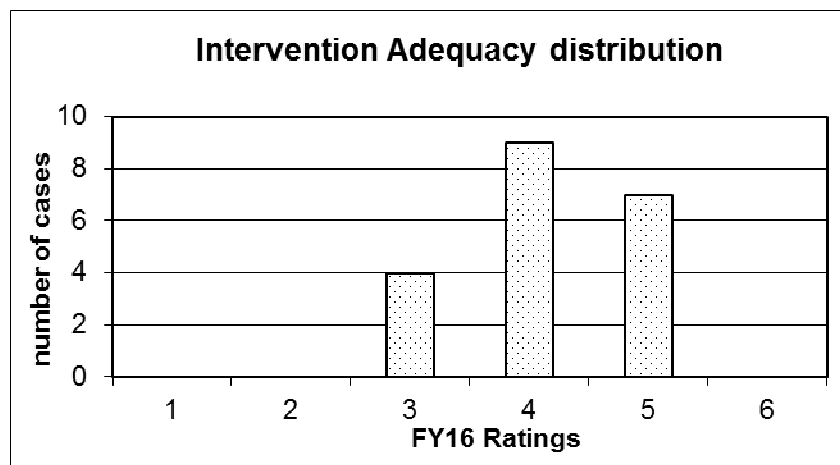
**Findings:** 65% of cases reviewed were within the acceptable range. This is a decrease from last year's score of 68% and is below the standard of 70%.



## Intervention Adequacy

**Summative Questions:** To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

**Findings:** 80% of cases reviewed were within the acceptable range. This is a decrease from last year's score of 84% but remains above the standard. This indicator was scored separately for Child, Mother, Father and Caregiver. Scores ranged from 92% for Caregivers to 0% for Others (on one applicable case).

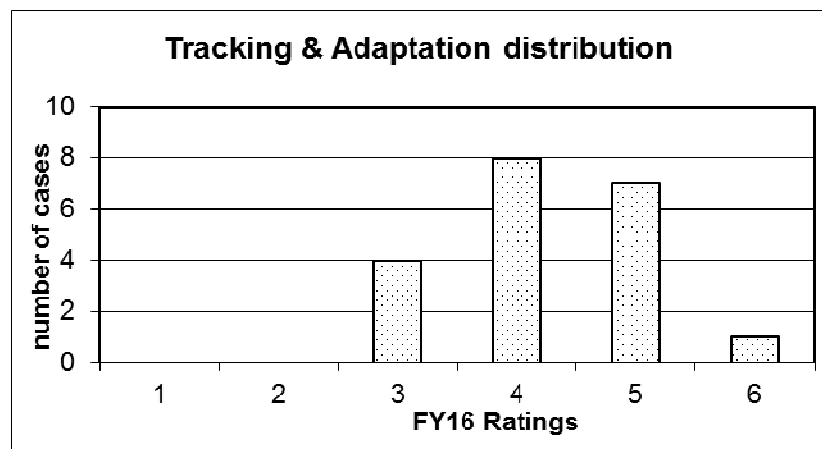


Eastern Intervention Adequacy			
	# of Cases (+)	# of Cases (-)	FY16 Current Scores
<b>Overall Intervention Adequacy</b>	16	4	<b>80%</b>
Child	16	4	<b>80%</b>
Mother	7	4	<b>64%</b>
Father	5	2	<b>71%</b>
Caregiver	12	1	<b>92%</b>
Other	0	1	<b>0%</b>

## Error! Not a valid link. **Tracking and Adaptation**

**Summative Questions:** Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

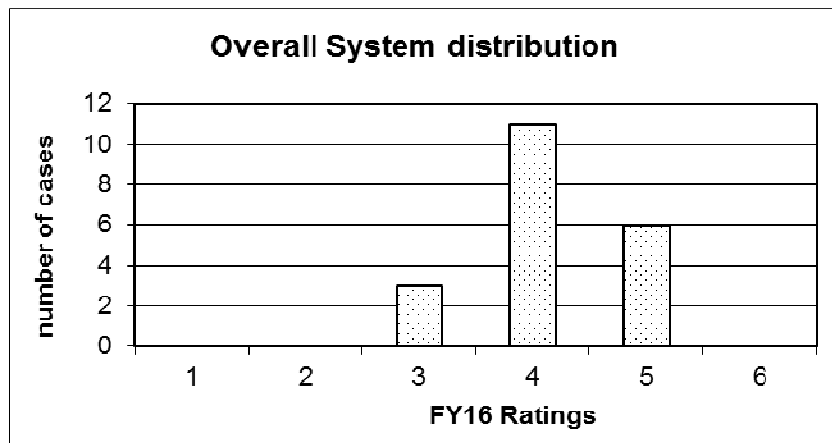
**Findings:** 80% of cases reviewed were in the acceptable range. This is a slight increase from last year's score of 79% and remains above standard.



## Overall System Performance

**Summative Questions:** Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

**Findings:** 85% of cases reviewed were within the acceptable range. This is a slight increase from last year's score of 84% and meets the Overall System Standard of 85%.



## IV. Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well. (These children and families would fall in Outcome 2).

The outcome matrix for children and families reviewed during the Eastern Region review indicates that 75% of the cases had acceptable ratings on both Child Status and System Performance. There were two cases that rated unacceptable on both Child Status and System Performance.

	Favorable Status of Child	Unfavorable Status of Child	
<b>Acceptable System Performance</b>	<b>Outcome 1</b> Good status for the child, agency services presently acceptable.  n= 15 75%	<b>Outcome 2</b> Poor status for the child, agency services minimally acceptable but limited in reach or efficacy.  n= 2 10%	<b>85%</b>
<b>Unacceptable System Performance</b>	<b>Outcome 3</b> Good status for the child, agency Mixed or presently unacceptable.  n= 1 5%	<b>Outcome 4</b> Poor status for the child, agency presently unacceptable.  n= 2 10%	<b>15%</b>
	<b>80%</b>	<b>20%</b>	

## V. Analysis of the Data

### RESULTS BY CASE TYPE

The following tables compare how the different case types performed on some key child status and core system performance indicators.

Foster Care cases scored better than In-home cases on Overall Child Status and Overall System Performance. Foster cases scored better in all Systemic indicators except Long-term View and Child and Family Plan.

Case Type	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care SCF	14	93%	64%	86%	79%	86%	79%	50%	64%	93%	93%	100%
In-Home PSS	6	67%	67%	67%	67%	17%	33%	67%	67%	50%	50%	50%

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency rather than abuse and neglect?” Non-Delinquency cases performed much better than Delinquency cases in both Overall Status and System scores.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	2	50%	0%	50%	50%
Non-Delinquency	18	72%	72%	83%	89%



## RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were six different Permanency Goal types represented in the case sample. There were 13 cases with a family preservation goal (Remain Home with parents and Return Home to parents). This was more prevalent than the six cases with alternative permanency goals (Adoption, Guardianship with Relatives or Non-Relatives, and Individualized Permanency). Cases with goals of Remain Home and Reunification did not perform as well as cases with any other goal type.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	4	100%	100%	100%	100%	100%	100%	100%	25%	100%	100%	100%
Guardianship (Non-Rel)	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Guardianship (Relative)	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Individualized Perm.	2	100%	100%	100%	100%	50%	100%	100%	100%	100%	100%	100%
Remain Home	6	67%	67%	67%	67%	17%	33%	67%	67%	50%	50%	50%
Reunification	7	86%	29%	71%	57%	86%	57%	0%	71%	86%	86%	100%

## RESULTS BY CASEWORKER DEMOGRAPHICS

### Caseload

The following table compares how caseload affected some key Child Status and core System Performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. Neither category performed particularly well in meeting the standard on all indicators; however, cases assigned to workers with lower caseloads performed better in all system indicators except Teaming.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	15	87%	73%	80%	80%	60%	67%	60%	67%	87%	87%	87%
17 cases or more	5	80%	40%	80%	60%	80%	60%	40%	60%	60%	60%	80%

## Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. There was not a consistent correlation between the workers' experience and overall status or performance scores. The scores from the cohort of 36 to 48 months and 60 to 72 months are the best, but these scores are based on a single case in each cohort. Scores in all other cohorts are a mixture of great and poor. However, scores from the cohort of workers with more than 72 months of experience were consistently below standard in all indicators except Tracking and Adapting.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	4	75%	75%	75%	100%	50%	50%	75%	75%	75%	75%	75%
12 to 24 months	4	75%	50%	50%	100%	100%	75%	25%	50%	75%	75%	100%
24 to 36 months	2	100%	50%	100%	100%	100%	50%	50%	100%	100%	100%	100%
36 to 48 months	1	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
48 to 60 months	3	100%	67%	100%	67%	33%	100%	67%	67%	100%	67%	100%
60 to 72 months	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
More than 72 months	5	80%	60%	80%	20%	40%	40%	40%	60%	60%	80%	60%

## RESULTS BY OFFICE

The following table compares how offices within the region performed on some key Child Status and System Performance indicators. Cases from six offices in the Eastern Region were selected as part of the sample. Three of the six offices scored 100% on Overall System Performance (Blanding, Castle Dale, and Vernal). These offices represented about half (9 of 20) of the total cases reviewed. The remaining cases were from the other two offices (Price and Roosevelt). Scores from the Blanding and Castle Dale offices were 100% in all system indicators except the Child and Family Plan indicator in Blanding. Scores from all other offices were a mixture of above and below standard scores on all indicators. However, scores from the Vernal office were above standard on all indicators except Teaming and Long-term View.

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Blanding	2	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
Castle Dale	2	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Moab	2	50%	50%	50%	50%	0%	50%	0%	100%	50%	50%	50%
Price	5	80%	80%	60%	80%	80%	60%	60%	40%	80%	100%	80%
Roosevelt	4	75%	25%	75%	50%	75%	25%	25%	75%	75%	75%	75%
Vernal	5	100%	60%	100%	80%	40%	80%	60%	80%	80%	60%	100%

## RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. No age group met the Overall Child Status or Overall System Performance standard of 85% except for the age group of 6-12 years, which exceeded the standard on Overall System Performance.

Age	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
5 years or less	6	50%	67%	83%	83%
6-12 years	5	60%	40%	60%	100%
13-15 years	6	83%	67%	83%	67%
16 + years	3	50%	67%	83%	83%

## **VI. CORE SYSTEM INDICATORS AND TRENDS**

In this section is data for all system indicators over the last five years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

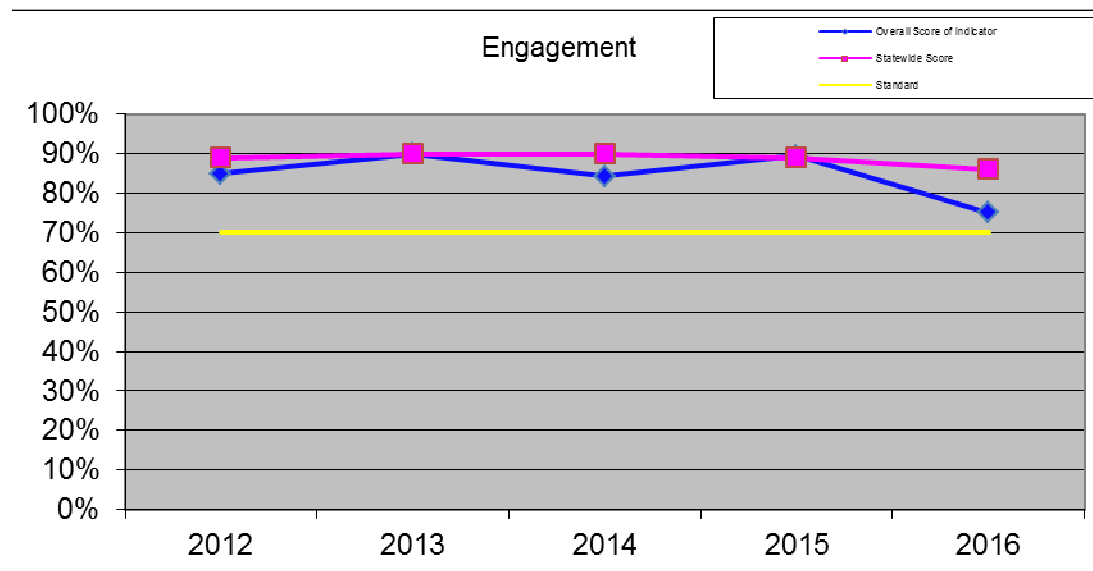
## Child and Family Engagement Trends

The average score for the Engagement indicator **decreased** slightly from last year. The average score for the Engagement indicator is in the **lower range** of all scores over the past five years.

The overall percentage score for the Engagement indicator **decreased** from last year. The overall Engagement score is the **lowest** of all scores over the past five years. The Engagement score was **above** the standard this year.

The regional overall score for the Engagement indicator was **below** the FY16 statewide score for this indicator

Engagement					
	2012	2013	2014	2015	2016
Average Score of Indicator	4.40	4.15	4.42	4.21	<b>4.20</b>
Overall Score of Indicator	85%	90%	84%	89%	<b>75%</b>
Statewide Score	89%	90%	90%	89%	<b>86%</b>



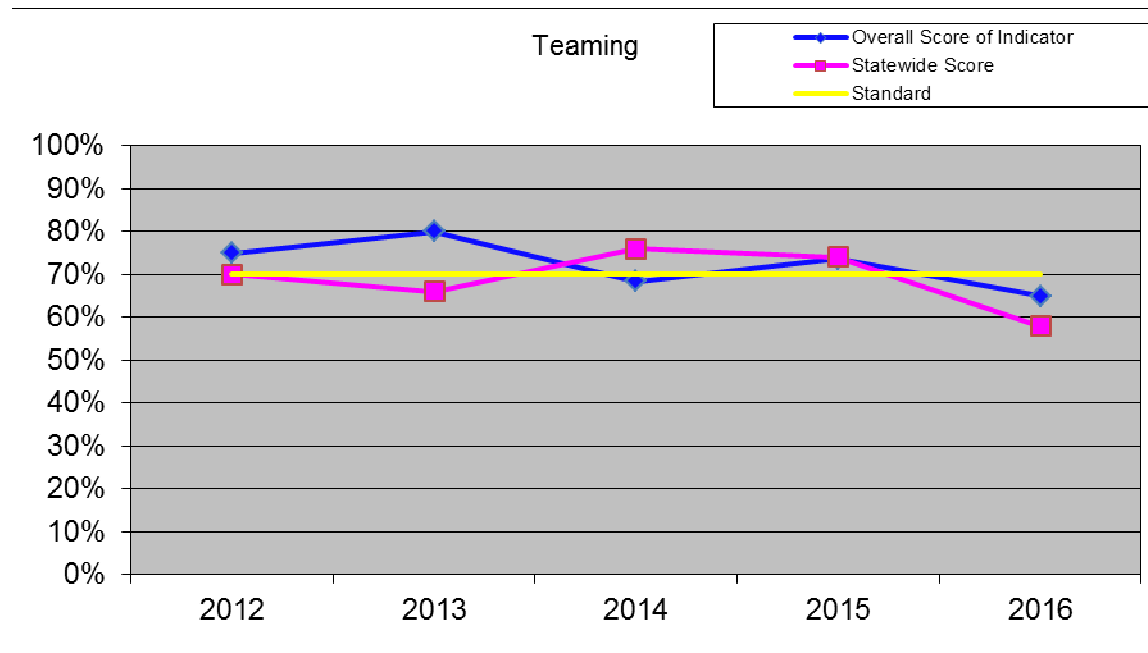
## Teaming Trends

The average score for the Teaming indicator **decreased** from last year. The average score for the Teaming indicator is the **second lowest** score within the past five years.

The overall percentage score for the Teaming indicator **decreased** from last year. The overall Teaming score was the **lowest** within the previous five years. The Teaming score was **below** the standard this year.

However, the regional overall score for the Teaming indicator was **above** the FY16 statewide score for this indicator.

Teaming					
	2012	2013	2014	2015	2016
Average Score of Indicator	4.05	3.95	3.89	4.11	<b>3.90</b>
Overall Score of Indicator	75%	80%	68%	74%	<b>65%</b>
Statewide Score	70%	66%	76%	74%	<b>58%</b>



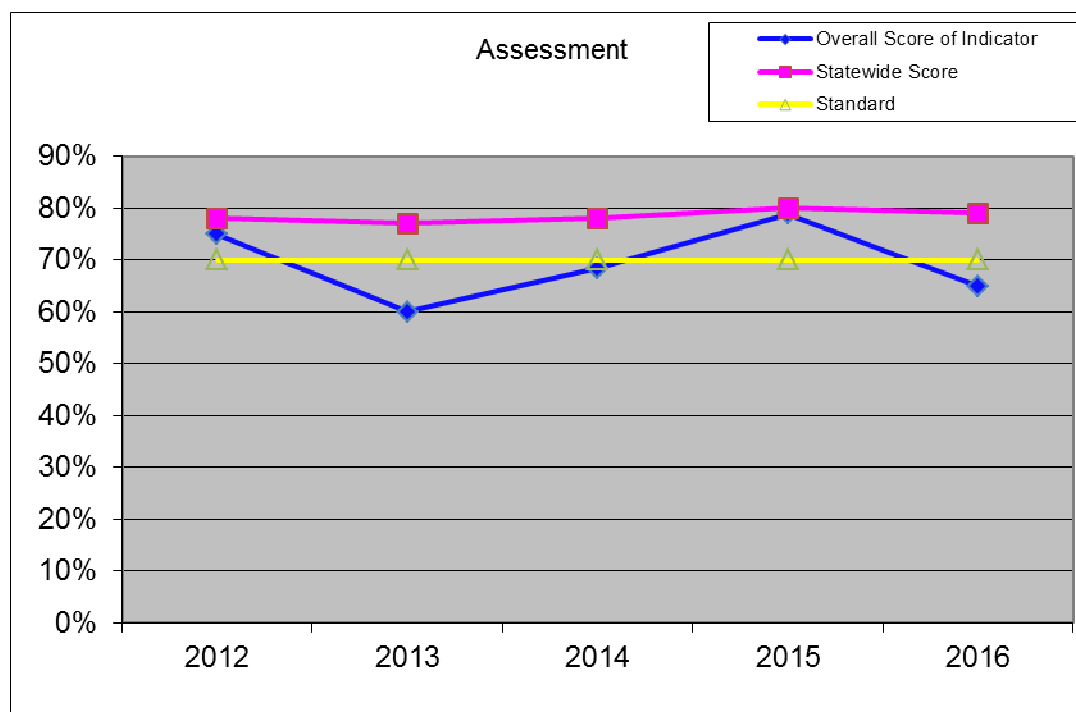
## Child and Family Assessment Trends

The average score for the Assessment indicator **decreased slightly** from last year's score. The average score for the Assessment indicator was the **second highest** of all scores over the previous five years.

The overall percentage score for the Assessment indicator **decreased** from last year. The overall Assessment score is the **second lowest** of all scores over the past five years. The Assessment score was **below** the standard this year.

The regional overall score for the Assessment indicator was **below** the FY16 statewide score for this indicator.

Assessment					
	2012	2013	2014	2015	2016
Average Score of Indicator	4.00	3.75	3.89	3.95	<b>3.90</b>
Overall Score of Indicator	75%	60%	68%	79%	<b>65%</b>
Statewide Score	78%	77%	78%	80%	<b>79%</b>



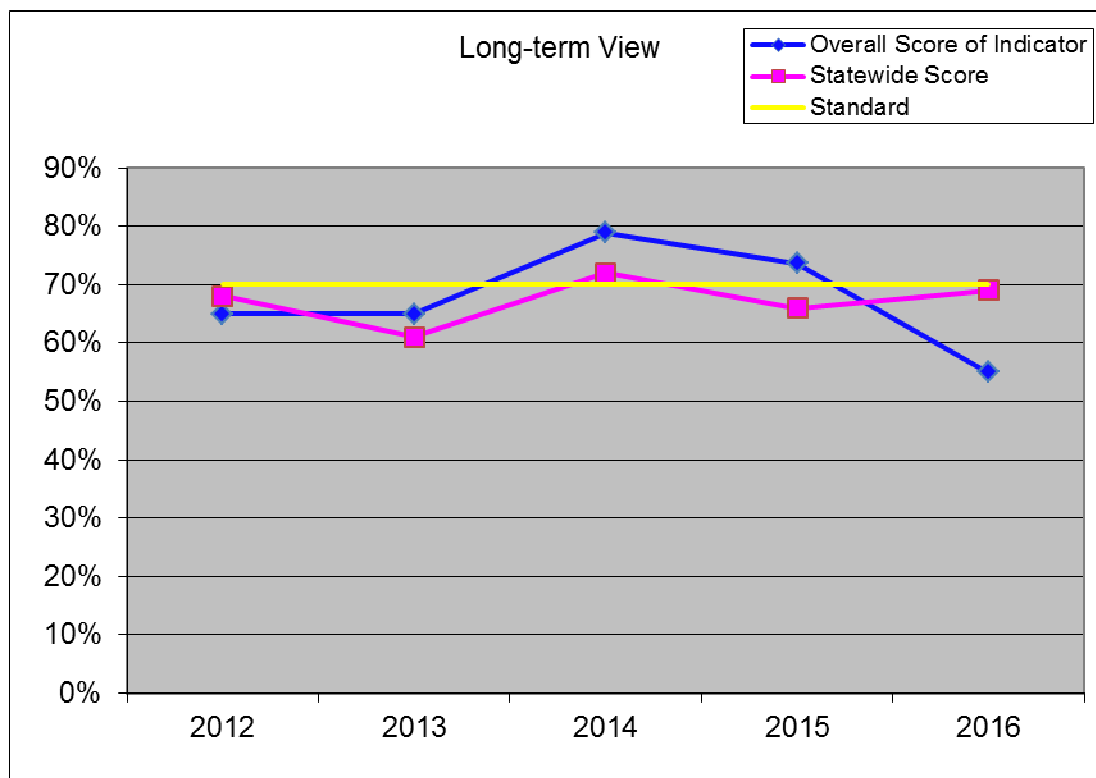
## Long-Term View Trends

The average score for the Long-term View indicator **increased** from last year. The average score for the Long-term View indicator is the **second highest** score of all scores over the previous five years.

The overall percentage score for the Long-term View indicator **decreased** from last year. The overall Long-term View score is the **lowest** score over the past five years. The Long-term View score was **below** the standard this year.

The regional overall score for the Long-term View indicator was **below** the FY16 statewide score for this indicator.

Long-Term View					
	2012	2013	2014	2015	2016
Average Score of Indicator	3.85	3.85	4.11	3.84	<b>3.95</b>
Overall Score of Indicator	65%	65%	79%	74%	<b>55%</b>
Statewide Score	68%	61%	72%	66%	<b>69%</b>





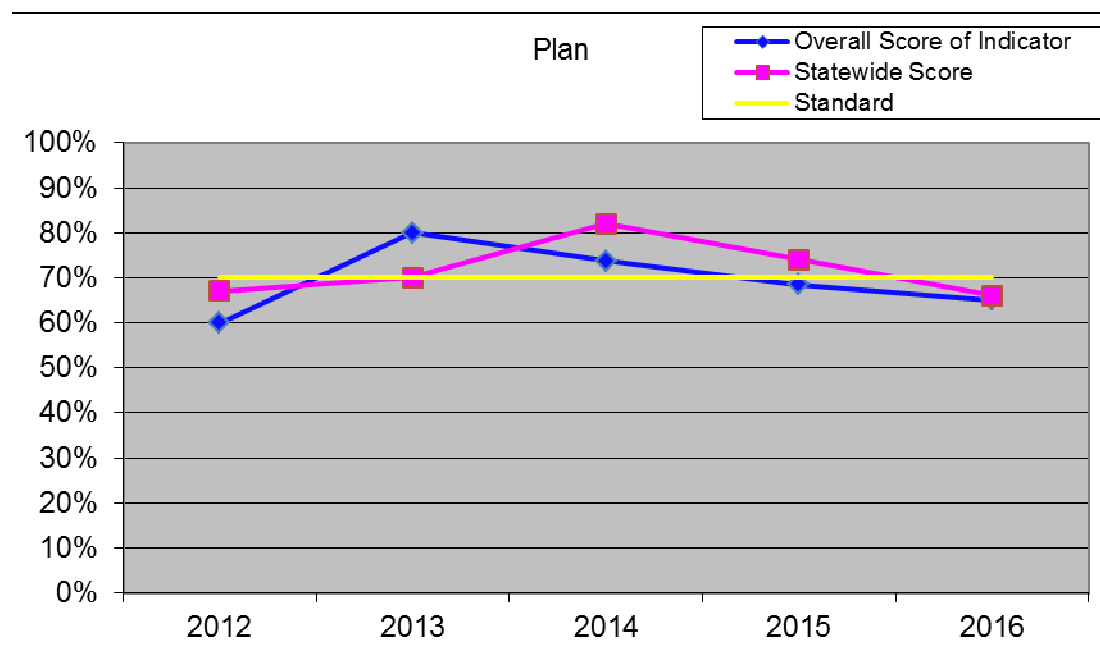
## Child and Family Plan Trends

The average score for the Plan indicator **decreased** from last year. The average score for the Plan indicator **matched the lowest** of all scores over the past five years.

The overall percentage score for the plan indicator **decreased** from last year. The overall Plan score is in the **lower-range** of all scores over the past five years. The Plan score was **below** the standard this year.

The regional overall score for the Plan indicator was **slightly below** the FY16 statewide score for this indicator.

Child and Family Plan					
	2012	2013	2014	2015	2016
Average Score of Indicator	3.80	3.95	4.00	4.00	<b>3.80</b>
Overall Score of Indicator	60%	80%	74%	68%	<b>65%</b>
Statewide Score	67%	70%	82%	74%	<b>66%</b>



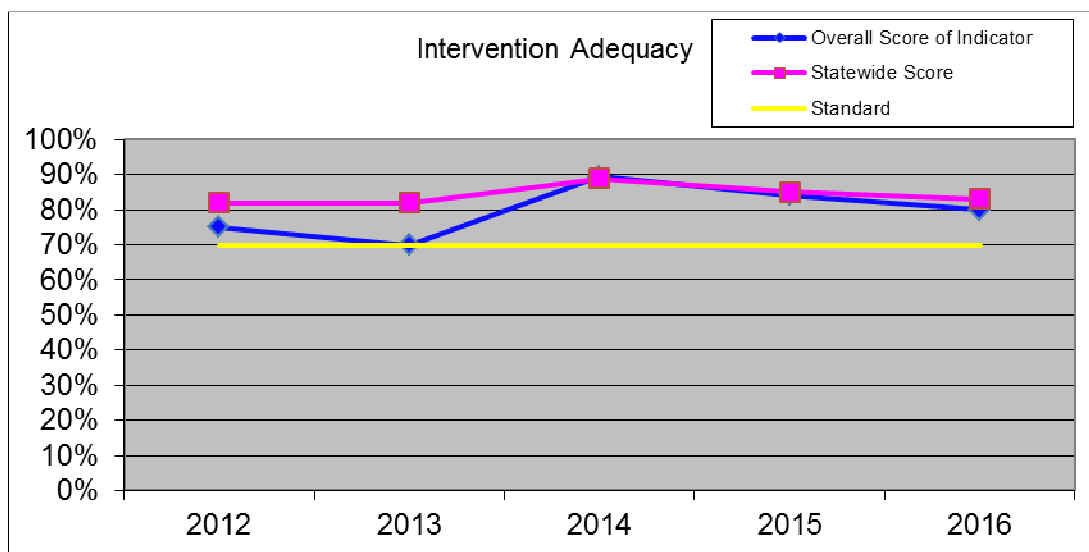
## Intervention Adequacy Trends

The average score for the Intervention Adequacy indicator **decreased slightly** from last year. The average score for the Intervention Adequacy indicator is in the **mid-range** of all scores over the past five years.

The overall percentage score for the Intervention Adequacy indicator **declined** from last year's score. The overall Intervention Adequacy score is in the **mid-range** of all scores over the previous five years. The Intervention Adequacy score was **above** the standard this year.

The regional overall score for the Intervention Adequacy indicator was **slightly below** the FY16 statewide score for this indicator.

Intervention Adequacy					
	2012	2013	2014	2015	2016
Average Score of Indicator	4.20	4.00	4.32	4.26	<b>4.15</b>
Overall Score of Indicator	75%	70%	89%	84%	<b>80%</b>
Statewide Score	82%	82%	89%	85%	<b>83%</b>



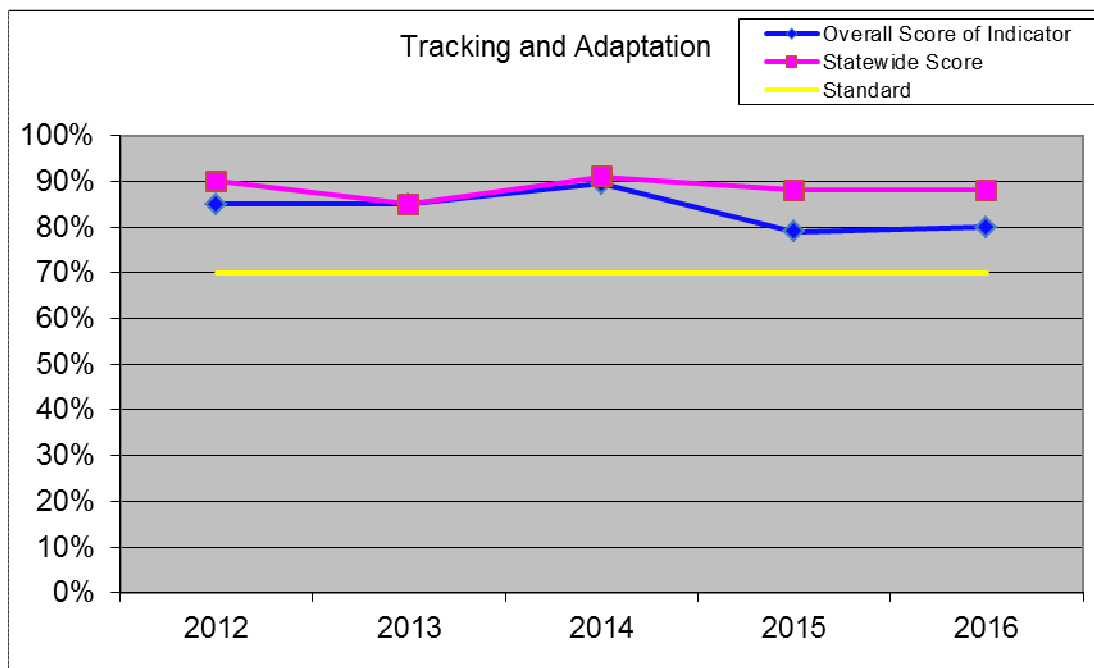
## Tracking and Adapting Trends

The average score for the Tracking and Adaptation indicator **decreased** from last year's score. The average score for the Tracking and Adaptation indicator is in the **lower mid-range** of all scores over the past five years.

The overall percentage score for the Tracking and Adaption indicator **increased slightly** from last year's score. The overall Tracking and Adaptation score is the **second lowest** of all scores over the previous five years. Tracking and Adaptation was **above** the standard this year.

The regional overall score for the Tracking and Adaptation indicator was **below** the FY16 statewide score for this indicator

Tracking and Adaptation					
	2012	2013	2014	2015	2016
Average Score of Indicator	4.40	4.20	4.47	4.37	<b>4.25</b>
Overall Score of Indicator	85%	85%	89%	79%	<b>80%</b>
Statewide Score	90%	85%	91%	88%	<b>88%</b>



## **VII. Summary and Improvement Opportunities**

### **Summary**

During the FY2016 Eastern Region Qualitative Case Review (QCR), strengths were identified about child welfare practice in the Eastern Region. It is clear that there is significant commitment and hard work devoted to ensuring the safety and well-being of children and families. During the QCR review, a few opportunities for practice improvement were also identified that could improve and enhance the services being provided.

#### **Child Status**

Several indicators improved or remained high. Safety and Satisfaction both improved while Health/Physical Well-being remained perfect for the third consecutive year. The overall Child Status score also improved slightly but was below the Overall standard of 85%.

Although Emotional/Behavioral Well-being, Learning, and Family Connections all declined from FY15, they still were above the indicator standard of 70%, and all remained high at 85%, 90% and 91% respectively. Stability dropped by 14% from FY15, but still met the standard of 70%.

Prospects for Permanence dropped nine percentage points and was below the standard.

#### **System Performance**

Eastern Region reached the Overall System Performance standard in FY16. This is the third year in four years Eastern has met or exceeded the Overall System Performance standard.

Although Engaging and Intervention Adequacy both declined this year, they remained above the indicator standard. Tracking and Adaptation also exceeded the indicator standard of 70% and improved slightly from last year.

The Child and Family Plan score declined from FY15 and was below the standard for the second consecutive year. Teaming, Assessment and Long-term View fell below the standard in FY16. All four indicators are below standard and will be addressed by the Eastern Region Practice Improvement Plan.

### **Improvement Opportunities and Recommendations**

#### **System Performance**

Three cases had unacceptable Overall System Performance, meaning a majority of the system indicators scored unacceptable. This is an indication that these cases need attention at a level

higher than the caseworker level. OSR recommends the regional administrative team inspect these cases and discuss how to improve system performance.

### **Teaming**

There were seven cases with unacceptable Teaming scores. When looking at factors which contributed to the Teaming rating, these themes emerged:

- In six of the seven cases, members of the team did not participate in case activities sufficiently to promote objectives of the case.
- Common View, Effectiveness, and the Frequency of conducting team meetings were the next most prevalent factors which contributed to the unacceptable rating in four of the seven cases.

### **Assessing**

There were seven cases with unacceptable Assessing scores. When looking at factors which contributed to the Assessing rating, these themes emerged:

- In six of the seven cases Team Understanding was the factor. In four of these cases Teaming was also rated as unacceptable.
- In four of the seven cases, the assessment was incomplete or was not comprehensive.
- In three of the seven cases, the assessment missed the “big picture.”

### **Long-term View**

There were nine cases with unacceptable Long-term View scores. When looking at factors which contributed to the Long-term View, rating these themes emerged:

- In seven of the nine cases, the primary factor contributing to the rating was “doubt” that the plan would produce enduring safety and permanency for the child.
- Shared Understanding, Common Planning Direction and Steps/Pathway was a factor about a third of the time in each of the nine cases.

### **Child and Family Plan**

There were seven cases with unacceptable Child and Family Plan scores. When looking at factors which contributed to the Child and Family Plan rating, these themes emerged:

- In all seven cases, reviewers noted that the plan was no longer relevant to the situation.
- In three of the seven cases, reviewers noted that the Mix and Fit of services did not match the needs of the case.
- In two of the seven cases, the reviewer noted that the plan did not make the connection to the Assessment and/or the Long-term View.

### **Possible Next Steps toward Practice Improvement**

Given the widespread decline in practice across several indicators, it is difficult to pinpoint a specific strategy that would remedy the situation. Therefore, the recommendation is to take a more global approach in developing the Practice Improvement Plan (PIP). The PIP should focus on all indicators which are below the standard: Teaming, Assessing, Long-term View and Child and Family Plan. The PIP could focus on In-home/PSS cases more than Foster Care cases. The PIP could focus on cases with goals of Reunification and Remain Home, or in other words, cases where the family still figures prominently in the future lives of the children. The Blanding, Castle Dale and Vernal offices performed much better than any other office, and so for them the PIP strategy may be less intensive and focus more on targeted remediation.

Eastern Region is not required to address Prospects for Permanence in the regional PIP. Prospects for Permanence is a statewide concern and therefore efforts to improve the practice pertaining to permanency are being addressed through other, broader strategies. A copy of the Eastern Region Practice Improvement Plan can be found at <http://dcfs.utah.gov/reports/>